



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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DISTRIBUTION: A, B, C, J

CJCSI 3207.01

1 March 1999

## MILITARY SUPPORT TO HUMANITARIAN DEMINING OPERATIONS

References: See Enclosure D.

1. Purpose. This instruction defines responsibilities and provides guidance for planning and executing military support for humanitarian demining (HD) operations.
2. Cancellation. None.
3. Applicability. This instruction applies to all DOD activities tasked with planning, supporting, or executing foreign HD operations.
4. Policy
  - a. The goal of the DOD HD program is the establishment of indigenous, self-sustaining, national-level programs within those countries approved for support by the joint Department of State (DOS)/DOD Interagency Working Group (IWG) for Humanitarian Demining. To achieve this end, not only must training and equipment for all facets of the programs be supplied directly to the host nation (HN), but also the coordination and facilitation of additional support from nongovernmental organizations (NGOs) and private voluntary organizations (PVOs) must be integrated.
  - b. DOD personnel are prohibited from actively participating in mine clearing operations or entering mined areas. The DOD HD training program supports HN efforts to clear minefields by destroying mines and incidental associated unexploded ordnance (UXO) in place; it does not support HN efforts to render mines and UXO safe.
  - c. The term "mine removal" is not to be construed to mean "render safe" any UXO or mine and transport it to another location for

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destruction. HD operations do not support military operations and must not be confused with tactical countermine operations. HD training support is only provided to countries when hostilities have ceased and workable peace agreements are in place. The country must have formally asked for US assistance and been approved by the US Government HD Interagency Working Group (IWG).

d. HD operations have significant dual benefits such as providing urgently needed humanitarian support and enhancing US military readiness. Regional CINCs and USCINCSOC will support demining activities that provide benefit to US national and regional objectives in peacetime engagement, regional stability, promoting democracy, and economic development.

e. The CINC's Theater Engagement Plan is the planning document used to plan and prioritize HD efforts within a CINC's area of responsibility (AOR). US forces gain substantial training and access to host nations while practicing critical wartime tasks. Demining operations also provide essential language training, cultural immersion, and in-country operational experience that cannot be replicated in CONUS training.

## 5. Definitions

a. Humanitarian Demining. The complete removal of landmines and associated battlefield unexploded ordnance from an area in order to safeguard civilian populations.

b. Mine Awareness Training. A program to assist HN governments, international organizations, PVOs, and NGOs to train local populations to recognize, avoid, and report the location of landmines until the mines can be permanently removed.

c. Mine Clearance Training. A program to teach HN personnel basic techniques to locate, identify, and destroy landmines and UXO within a designated area. When specifically approved by the IWG, this program may be extended to designated NGOs, PVOs, and other international organizations.

d. Countermining Operations. Tactical countermining operations focus on enhancing force maneuverability and mobility by rapidly detecting minefields in all possible conditions, and breaching through selected areas without the need for finding individual mines.

e. Infrastructure Development. Initial phase of a demining program that assists a HN in training of management and staff personnel and equipping the mine action center/national demining office. Demining

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office is established prior to the commencement of the demining "train the trainer" phase.

6. Responsibilities. See Enclosure B.

7. Summary of Changes. None.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--<http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

9. Effective Date. This instruction is effective 1 March 1999.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read "V.E. Clark", with a stylized flourish at the end.

V.E.CLARK  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosures:

- A - Program Development Process
- B - Responsibilities
- C - Program Overview
- D - References

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## LIST OF EFFECTIVE PAGES

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## RECORD OF CHANGES

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## ENCLOSURE A

## PROGRAM DEVELOPMENT PROCESS.

1. This enclosure explains the Interagency Working Group (IWG) processes for selecting a country and developing and executing its assistance program. The HD Program Development Process has five steps:

- Assess strategy and policy.
- Determine requirements.
- Develop plans.
- Allocate resources.
- Execute.

2. Each step provides products for the succeeding step and feedback throughout the process. Each step also has subsets and milestone events. These milestones are documented and reviewed at IWG meetings where program decisions to continue, modify, or stop the planning, development, or execution effort are made. Detailed descriptions of the five steps follow.

**STEP 1: Assess Strategy and Policy**

The first step includes reviewing the President's policies and assessing national security and military strategy, policy, legislation, ongoing humanitarian demining programs, and host-country needs. The IWG determines the level of US assistance.

- The NSC develops the National Security Strategy (NSS).
- DOS manages the Interagency Working Group in reviewing its applicability.
- DOD assesses the linkage between the National Military Strategy (NMS) and the HD program.
- Geographic combatant commanders (commanders in chief, or CINCs) assess regional strategies and cooperative agreements.

- DSCA tracks legislation impacting security assistance programs.
- USIA assesses demining policy issues from a public diplomacy perspective.
- The country team assesses the country's capability and willingness to sustain the humanitarian demining program.

## Review presidential directives, NSS/NMS, other policy guidance, and legislation

Lead: Interagency Working Group

The IWG reviews Presidential policy announcements, the NSS, NMS, and Presidential Decision Directives and identifies the overarching region-specific and transitional NSS objectives. The IWG analyzes emerging concepts and the security environment, and DOS prepares a synopsis of key Presidential guidance, NSS objectives, and other demining-related guidance. DOD assesses the NMS, regional CINCs' strategies, and any demining-related guidance. From this information, a continuous thread is established that weaves from the assessment of policy through to execution. This linkage is critical to understanding where demining contributes to national goals and where a specific demining effort supports USG HD program objectives.

IWG participants track legislation in their respective interest areas and attempt, where practical, to influence legislation affecting the assistance programs. For instance, DSCA tracks legislation with humanitarian demining security assistance programs impact and, when necessary, influences or initiates security assistance legislation.

## Identification and selection of host countries

Lead: Interagency Working Group

Candidate host countries may be identified to the IWG in several ways, including:

- Host country requests US demining assistance.
- Regional CINC, USG agency, or US Embassy identifies need.
- International organizations or NGOs identify need.

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The IWG must receive a proposal for demining support to initiate consideration for a demining program in a given country. This proposal, expressing US interest, may be presented by a State Department bureau representative or by a representative from another USG agency or organization. USG interests may include country access and training opportunities for DOD as well as increasing humanitarian contributions and support to NGOs and other organizations. The IWG then reviews the proposal using the following criteria:

- Hostilities have ceased and a workable peace agreement is in place.
- A formal request for demining assistance has been received from the host country.

The IWG considers selecting the recommended country for formal demining assistance based on the above criteria. Selection process factors used include:

(1) USG interests:

- Promote human welfare.
- Promote stability, democratic process, and economic growth.
- Encourage compliance with weapons control policies and conventions.
- Facilitate rapid repatriation of refugees.
- Access and training opportunities.

(2) Severity of the problem:

- Extent of the landmine problem.
- Impact on family income and sustenance.
- Impact on development of local and national economies.
- Impact on agricultural viability.

(3) Impact of US assistance:

- Potential to attract other donors.
- Opportunity to leverage USG efforts with existing programs.

- Opportunity to provide resources, equipment, and training.

(4) Other factors:

- Host-country capability to absorb training and willingness to devote resources toward a sustainable demining program.
- Threat of renewed armed conflict and the prospect of new mining after old mines are destroyed.
- Issuance of a Presidential Determination to allow for security assistance.
- Safety of USG personnel.

## Define demining project goals, objectives, and exit strategy

Lead: Interagency Working Group

The IWG develops goals and objectives for the USG humanitarian demining program assistance effort to provide focus and direction.

DOD HD projects must have clearly stated tasks and objectives, specific measures of effectiveness associated with those tasks and objectives, and an approach for sustaining the in-country effort once the specific DOD project is complete. A definable end-state is critical.

The IWG must develop an exit strategy and transition for transferring the program to the host country. Factors influencing the exit strategy include the capabilities of the host country; scope of the effort; funding availability and sources; and ongoing and post-USG involvement of NGOs/PVOs, international organizations, and other nations. The IWG policy subgroup proposes project goals, objectives, and an exit strategy and presents them to the IWG.

## Conduct policy assessment visit - Milestone Event

Lead: Department of State

The policy assessment visit is designed to clarify assistance requirements and timelines; to become familiar with key personalities and players (both host country) and US; and prepare the host country for the follow-on site survey. The policy assessment team includes representatives from the DOS PM/HDP, ASD(SO/LIC), the Joint Staff, USAID Mission (as appropriate), and from the regional CINC. The policy assessment team will meet with the US Chief of Mission and key members of the country team and the host country. They review whether host country security and political conditions are conducive to program success and whether the USG effort will enjoy the cooperation of the host country. The senior DOS representative leads the team. The country team coordinates the arrival of the assessment team with the host country. The host country may provide a letter of introduction to introduce the team during its travels throughout the country. The team describes the assistance program in detail and advises the host country of US expectations, support requirements, and the potential impact on the host country. The team provides an exit briefing to the US Chief of Mission before leaving the country. The team documents and reports results of the policy assessment visit to the IWG.

## STEP 2: Determine Requirements

The second step includes determining requirements, scope, goals, and objectives; exit strategy; measures of effectiveness; constraints; issues; participant's roles; and whether to continue with the planning effort to provide assistance to a candidate host country.

## Conduct requirements determination site survey

Lead: Regional CINC

After a positive policy assessment visit, the IWG requests through ASD(SO/LIC) to the Joint Staff that the regional CINC conduct a requirements determination site survey.

The regional CINC should have the results of the policy assessment (up-to-date political, security, economic, and humanitarian policy concerns) before conducting a site survey, including the current goals, objectives,

and exit strategy as determined by the IWG; resource estimates; and any constraints identified by the IWG. The regional CINC will have the best appreciation for the political-military realities as well as potential vulnerabilities for US military participation.

The requirements determination site survey:

- a. Identifies resource requirements, including funding, personnel, and equipment.
- b. Identifies logistic requirements (e.g. transportation).
- c. Identifies infrastructure requirements.
- d. Determines survey and marking requirements.
- e. Assesses ongoing efforts (e.g., by the host country; IOs, NGOs, and PVOs; and other countries).
- f. Identifies factors that will effect development of the course of action (COA) (e.g., desires of the ambassador). Coordination with the country team and desk officers is critical (for example, USIS can provide recommendations on the best way to proceed with demining efforts based on cultural peculiarities and can conduct public opinion surveys in advance of the team's arrival).
- g. Validates the security and political environment of the country.
- h. Clarifies the policy concerns, goals, objectives, and exit strategy determined by the IWG, if necessary.
- i. Resolves administrative issues.

The survey team includes:

- a. Regional CINC demining staff officers, CINC engineers, medical personnel, SOF personnel.
- b. Regional CINC-appointed program manager.
- c. DSCA program manager.
- d. Representatives from:
  - (1) Special Operations Forces (SOF), including Special Forces (SF), Civil Affairs (CA), and Psychological Operations (PSYOP).



(2) General Purpose Forces (GPF) (e.g., aviation, logisticians, engineers, Explosive Ordnance Disposal (EOD), US Marine Corps (USMC), doctors, physiotherapists, and US Navy (USN) Seabees, as appropriate).

(3) Supporting units.

(4) USAID and USIS.

The survey results are documented and forwarded to the IWG via the Joint Staff, DSCA, and ASD(SO/LIC).

### Define project parameters

Lead: Interagency Working Group

The IWG establishes the parameters of the assistance effort using the results of the site survey and other available documentation. These include the following:

a. Project scope.

b. Measures of effectiveness. Responsibility for reporting project measures of effectiveness varies depending on the nature of the measures, size and makeup of the country team, involvement of contractors and NGOs, etc.

c. Constraints and restrictions.

d. Roles of participants. Coordination with other organizations such as NGOs, other donors, and the UN may be necessary to synergize USG efforts with those planned or ongoing in country.

e. Resolution of disagreements.

### Approve or disapprove project - Milestone Event

Lead: Interagency Working Group

The policy subgroup meets and reviews the project documentation collected to date, which includes: DOS and regional CINC country plans; USAID's Results Review and Resource Request (R4) or Emergency and Transition Assistance Plan; policy assessment and site survey reports; updated political, security, economic, and humanitarian policy concerns;

and project parameters. The IWG policy subgroup provides a recommendation to the IWG to approve or disapprove the project.

### STEP 3: Develop Plans

The third step includes developing a preferred course of action. The regional CINC's draft project plan identifies and includes major planning issues and possible solutions. Although the overall responsibility for coordinating and completing this step rests with the IWG, the CINCs and country teams play significant roles.

#### Develop and issue planning guidance

Lead: DSCA

Once demining assistance has been approved by the IWG for a country, DSCA will request, through the Joint Staff, the following information from the relevant regional CINC:

- a. A request for a course of action with detailed resource estimates.
- b. Current political, security, economic, and humanitarian policy concerns.
- c. Constraints and restrictions list.
- d. Measures of effectiveness.
- e. Timeline.

#### Develop course of action (COA)

Lead: Regional CINC's/USAID Contractors and Grantees

The Joint Staff, ASD(SO/LIC), and DSCA review the regional CINC's COA for conformance to planning guidance and support of US goals and objectives. USAID reviews contractor/grantee-prepared COAs. The IWG then reviews both DOD and USAID COAs.

#### Identify and resolve major planning issues

Lead: Interagency Working Group

The regional CINC's evaluation of the preferred COA may identify issues, most of which will be resolved internally (within his staff or command) or

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working with the country team and the host country. The regional CINC addresses issues that cannot be resolved to the IWG.

## Prepare final draft plan - Milestone Event

Lead: Regional CINC's/USAID Contractors and Grantees

The regional CINC prepares a draft final plan once all substantive issues are resolved. ASD(SO/LIC) requests the Joint Staff transmit the appropriate directives and guidance to the regional CINC to submit a final draft plan (unresourced).

## STEP 4: Allocate Resources

The fourth step includes identifying resources, constraints and spending limitations; resource gaps and alternatives to fill them; and commitments from funding agencies. Although the overall responsibility for this step rests with the IWG, DSCA and the regional CINCs will play a significant role.

## Identify resources and gaps

Lead: Interagency Working Group

The IWG policy subgroup identifies potential resources, constraints, and limitations. Funding for most assistance efforts requires multiple sources (e.g., USAID's multiyear development assistance funds, DOS' NADR and FMF funds (the latter are administered by DSCA) to purchase US defense articles and services through the FMS program, and DOD's operations and maintenance (O&M) funds for troop deployments and training activities). Materiel resources are also identified, including DOD's Excess Defense Articles (EDA) and humanitarian assistance excess property. The IWG also considers funding to support immediate NGO or UN involvement.

Resourcing gaps may appear in the regional CINC's plan. The regional CINC will attempt to close these gaps working closely with the Joint Staff, Services, host country, USAID, and the country team. The Joint Staff will coordinate with the regional CINC to resolve or mitigate issues and adjust the COA, if needed. Unresolved issues are forwarded to the IWG policy subgroup for resolution. If resourcing gaps remain, the CINC adjusts the COA, schedule, or level of assistance.

## Develop resourcing package

#### Lead: Interagency Working Group

Because the funding for humanitarian demining programs is complex, the IWG strives to obtain resource commitments from specific funding organizations. DSCA budget authority for DOD funds is transferred to the regional CINC in accordance with standard procedures. FMF funds are appropriated by Congress and apportioned by OMB to DSCA, which places the funds in host countries' FMS accounts per the recommended allocations, for disbursement on FMS purchases. USAID's funds are not controlled by the IWG.

#### Approve resourced plan for execution - Milestone Event

##### Lead: Interagency Working Group

Once the regional CINC's final draft plan has been resourced, the IWG approves it for execution.

#### STEP 5: Execute

The fifth and final step includes implementing the humanitarian demining plan. Although overall responsibility for this step rests with the plan executor, the regional CINCs, or USAID, the IWG plays a significant role.

#### Manage and coordinate demining activities

##### Lead: Regional CINC

The composition of the regional CINC's project team varies, depending on the results of the requirements survey. It will normally consist of SOF (SF, CA, and PSYOP) and may include GP Forces from the US Army (Engineers and EOD), the USN (Seabees, EOD), and USMC (EOD and CA). The regional CINC works closely with the host country to establish a national demining office (NDO) which:

- a. Serves as a central mine data and collection management center.
- b. Serves as a resource conduit.
- c. Coordinates efforts and monitors progress.
- d. Coalesces and encourages host-country interagency cooperation.

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The regional CINC's program manager acts as the primary point-of-contact for all in-country demining activities. The program manager also coordinates with the host country, contractors, and IOs, NGOs, and PVOs.

The USAID Mission Director or Bureau manages the USAID demining program in the host country and closely coordinates the effort with the regional CINC.

### Conduct demining training

Lead: Regional CINC/Department of State

Demining training programs are led by the regional CINC's focus on identifying and training host-country personnel on the conduct, supervision, and instruction of demining operations and procedures. To minimize long-term US involvement and to ensure that the host country is capable of sustaining operations, training is conducted using the "train-the-trainer" methodology. SOF conduct the training. The Humanitarian Demining Training Center, at Fort Leonard Wood, MO, is the authority on HD training for forces conducting HD training. As required by the Component Commander, US Forces conducting HD training will be trained by the HDTC. The host country may also purchase training through the FMS program (led by DOS and DSCA), under the authority of the Arms Export Control Act (AECA). The purchase of training through the FMS program is initiated by the host country, approved by the State Department, and implemented through DSCA. Such FMS purchases must be in accordance with DOD Manual 5105.38-M and other applicable Federal regulations. Also, the AECA restricts the role of US personnel (both military and civilian USG employees) in training (e.g., personnel providing defense services, including training, are prohibited from performing duties of a combatant nature).

### Conduct mine awareness training

Lead: Regional CINC/USAID

The regional CINC uses PSYOP forces to train host-country personnel in procedures to develop and maintain a mine awareness campaign.

USAID uses grantees or contractors to conduct mine awareness training.

USIS supports USG efforts by creating public awareness, which encourages the host country to sustain its own demining effort. The

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desired training end state is to have trained host-country personnel capable of developing and executing a host country-led mine awareness campaign.

### Provide support to host country national demining office (NDO)

Lead: Regional CINC

The regional CINC's program provides direct support and training to the host-country NDO in program management, administration, logistics, supply management, maintenance, and data processing. The desired end state is to have a fully functional host-country NDO capable of managing the country's demining program.

### Provide program assessment

Lead: Regional CINC

The regional CINC provides semiannual status reports to the IWG (through the Joint Staff and ASD(SO/LIC)) throughout the period of direct US military involvement, which address:

- a. Summary of ongoing and future actions.
- b. What has changed since the last report and why.
- c. The status of measures of effectiveness.
- d. Lessons learned.

### Transition program to host country - Milestone Event

Lead: Regional CINC

The regional CINC, after consultation with the US Embassy, informs the IWG through the Joint Staff once project goals, objectives, and exit criteria are met. The regional CINC, working with the country teams, then transitions the program to the host country and begins withdrawal of US military trainers.

To maintain program quality, the transition process may include:

- a. A stay-behind liaison provided by the regional CINC.
- b. Follow-on assessments provided by the regional CINC.

- c. Additional training.
- d. Regular program monitoring by the country team

## Conclusion

The regional CINC's input to the IWG assists in continuously assessing, measuring, and reporting progress of the HD program assistance effort throughout the life of the project and the program development process and its five steps.

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## ENCLOSURE B

## RESPONSIBILITIES

1. The Chairman of the Joint Chiefs of Staff will: Coordinate policy guidance and provide operational command and control authorities for HD operations to the regional CINCs.
2. CINCs with Geographic Areas of Responsibility will: Conduct HD operations in assigned areas of responsibility (AORs) as approved by the Secretary of Defense. The CINC's Theater Engagement Plan is the planning document used to plan and prioritize HD efforts within the assigned AOR.
3. US Special Operations Command (USSOCOM) will provide:
  - a. Special forces personnel to conduct mine clearance training in the areas of operational mission planning, organization, and execution of demining operations. Training will be conducted in leadership, communications, emergency medical techniques, and methods of instruction for cadre personnel, land navigation, and engineer techniques to locate, identify, and destroy landmines.
  - b. Psychological operations personnel will conduct mine awareness training programs that assist HN governments, international organizations, PVOs, and NGOs to train local populations to cope with landmines until the mines can be permanently removed. Examples include the use of leaflets, radio and television presentations, films, and other designated activities to promote threat, identification, avoidance, and reporting.
  - c. Civil affairs personnel to execute programs that build capabilities in management, administration, logistics, equipment maintenance, communications, and data processing. Civil affairs personnel are instrumental in the establishment of the HN Humanitarian Demining Office (HDO) and the coordination of support with international NGOs/PVOs.
4. Office of the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) (OASD(SO/LIC)):
  - a. The Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) (ASD SO/LIC) will, in accordance with Title 10, US

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Code, Section 401, act as the SecDef Executive Agent for Policy Oversight on DOD humanitarian demining programs.

b. The Deputy Assistant Secretary of Defense for Peacekeeping/ Humanitarian Affairs (DASD-PK/HA) is the OASD(SO/LIC) lead agency for providing policy oversight of humanitarian demining programs.

c. The Deputy Assistant Secretary of Defense for Forces and Resources (DASD(F&R)) develops improved mine detection and clearing technology and shares this new technology with the international community. This research and development program is managed by OASD(SO/LIC).

5. Defense Security Cooperation Agency (DSCA) will: Coordinate and execute the OHDACA funding appropriations for DOD programs and the Foreign Military Funding (FMF) for HD operations.

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## ENCLOSURE C

## PROGRAM OVERVIEW

1. Background. The Department of State (DOS) estimates that as of 1998 there are approximately 60 to 70 million landmines in place around the world. The cost to remove one landmine ranges from \$300 to \$1,000, and the cost for surgical care and fitting of an artificial limb is \$3,000 or more per amputee in some countries. Long-lived landmines stand in the way of efforts to restore war-torn societies to normal life. They consume billions of dollars in assistance that could be used to bring prosperity and reconciliation, and they continue to exact their toll long after warring guns are silent. Twelve countries (Afghanistan, Angola, Bosnia-Herzegovina, Cambodia, Croatia, Egypt, Iraq (Kurdistan), Mozambique, Somalia, Sudan, Namibia, and Nicaragua) together account for almost 50 percent of the landmines currently deployed in the world.

a. The United States announced that it will end all pure APL use outside Korea by 2003, and seeks to have APL alternatives ready for Korea by 2006. The United States has announced that it will sign the Convention by 2006 if succeeding in identifying and fielding suitable alternatives to APL and mixed antitank systems by then. The President's "2010 Initiative" is committed to eradicating the threat of landmines to civilians worldwide by 2010.

b. The United States has provided over \$246 million in HD assistance to mine-affected countries since 1993. The Department of Defense has spent over \$28 million in HD research and development, and has transferred nearly \$10 million in equipment directly to HN national demining offices. In 1998, the United States provided HD assistance totaling nearly \$83 million to 23 countries in Africa, Asia, Southwest Asia, Central America, and Eastern Europe. In 1997 alone, some 300 US military and civilian personnel trained more than 1,200 indigenous deminers in these regions in mine awareness campaigns, mine clearance techniques, emergency medical care, and the establishment of national mine action centers. International HD efforts have proven effective.

c. Significant progress has been made by the international community, as evidenced by the following:

(1) In Afghanistan, the overall decline in landmine accidents (1994-1998) is a result of a combination of clearing high-priority areas and increased emphasis on mine awareness education.

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(2) The Cambodian NGOs and Mine Action Center (CMAC) have made considerable progress in reducing casualties through mine awareness education. Casualties in Kampot Province were reduced from an average of 30 per month to nearly zero within 1 year after the deployment of two CMAC mine awareness teams in 1996.

(3) UNICEF reports that in the area of operations for the HALO Trust (Hazardous Areas Life Support Organization), an NGO in Angola, the casualty rate in 1995-1996 fell from an average of one mine victim per day to only two or three per month. During this 2-year reporting period, accidents decreased from 108 to 32 in Bie Province and from 34 to 6 in Huambo Province. The factors that contributed to these dramatic changes were the UNICEF mine awareness campaign in both provinces, mine clearance operations, and the knowledge acquired on the location of mines that altered risk-taking behavior.

(4) Namibia, with the assistance of the United States, has the prospect of becoming "Landmine safe" in the year 2000.

(5) Central America, with widespread international support, is making good progress toward its goal of being mine safe by 2005.

2. DOD Program The DOD HD Program goal is to assist host nations to establish indigenous, long-term, and sustainable HD and mine action programs. This consists of assisting recipient countries in the development, training, staffing, and equipping of a viable HN national demining office, mine action programs, and mine awareness campaigns. The DOD HD program end state is the establishment of an indigenous, self-sustaining national-level HD program within countries approved by the Interagency Working Group (IWG). Each regional CINC is responsible for providing training, equipment, and support until the desired end state is achieved. The regional CINCs normally delegate these requirements to the theater special operations commander (SOC); however, they may be delegated to an appropriate component commander other than the theater SOC. The regional CINCs may delegate this to a subordinate component commander.

a. The DOD role in establishing HN HD programs is as the executive agent for policy oversight. This role is normally relatively short termed, (focused on the initial establishment, training, and development effort). The Department will accomplish its task through the four regional CINCs, who plan, coordinate, and execute HD operations to achieve the end state stated above. They will work closely with the country team, USSOCOM, and other USG and non-USG agencies as necessary.

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Operational plans and orders will be developed that are thorough, tied to discernible milestones, and reflect current policy.

b. The US Country Team monitors and oversees the sustainment effort. Comprehensive, multiyear HD programs must be developed for each approved country. Phased campaigns should be coordinated with other USG agencies (and nongovernmental organizations, as appropriate) with distinct responsibilities and clear transition points included in a political-military plan. Operational plans and orders must be thorough, tied to discernible milestones, and reflect current policy.

c. Deployments and supporting activities (including contracts and purchases) can and must be planned and phased from inception/stand-up of a new host-nation program; through the assessment, training, and development phase; and, finally, through the complete hand off of the demining program to another USG agency or the host nation.

d. Planning for HD operations will be done in the form of Country Plans that cover all elements of HD operations in the HN for a 2-year period. These plans will be updated annually (June/July) and must include budgetary information as well as measures of effectiveness for each program.

### 3. Restrictions

a. HD funds are a subactivity of the Overseas Humanitarian, Disaster, and Civic Assistance (OHDACA) appropriation and provide the CINCs the unique option of buying demining equipment and supplies and transferring them to the host nation upon completion of the DOD program. Demining program equipment ranges from computer systems used in the National Demining Center to equipment used to identify and destroy mines in place.

b. Title 10, US Code, Section 401 provides two major restrictions on the HD program:

(1) Members of the armed forces may not engage in the physical detection, lifting, or destroying of landmines (unless the member does so for the concurrent purpose of supporting a US military operation); or

(2) Provide such assistance as part of a military operation that does not involve the armed forces, and;

(3) The cost of equipment, services, or supplies that are to be transferred or otherwise furnished to host nations, worldwide, is limited to \$5.0 million per year.

c. Section 8130, Defense Appropriations Act FY 99, prohibits DOD-funded training support to any program for any foreign country's security forces if the DOS notifies DOD of credible information that a unit member has committed a gross violation of human rights (unless all necessary corrective steps have been taken). The Secretary of Defense (after consultation with the Secretary of State) may waive the prohibition if it is determined that a waiver is required by extraordinary circumstances.

4. Title 10, US Code, Section 401 Authorized Spending. US forces will not degrade their own operational capabilities by providing equipment in excess of what was programmed to remain with the HN. DOD authorizes and encourages activities that enhance mission accomplishment and US military personnel training and readiness. These include the following:

a. The deployment of US troops (TDY, transportation, and subsistence). Additionally, support expenses such as costs of contracts for food preparation, drivers, and interpreters, and purchase of supplies and equipment needed to conduct training activities can be funded.

b. The purchase of equipment and supplies that would allow deployed US forces to improve their specific operational skills in HD operations, training, and mine awareness capabilities.

c. Contracting for services that cannot be accomplished by US forces readily, but which would improve the ability of participating US military to conduct HD operations. These activities include the following:

(1) Collection/analysis of demographic factors -- knowledge of landmine threat; rates of landmine casualties; and impact on the economy.

(2) Measures of effectiveness analysis, to include both assessments of the threat and an examination of the success of the program as it relates to the host nation's ability to assimilate training and applying that training to achieve goals leading to establishing an indigenous, self-sustaining mine action program.

(3) Technical services to support demining training and operations.

(4) Contracting for road or area mine clearance operations to support US demining. The primary purpose behind the DOD HD authority is to help the HN establish the technical capability to detect and clear mines. Contracting for actual mine clearing is to be employed

in limited situations where it is absolutely necessary for the safe conduct of our HD operations.

(5) Contracting for medical evacuation support for demining training and operations.

d. The purchase of nonlethal landmine clearing equipment and supplies to be transferred to the host nation to support the host-nation's ability to conduct and sustain HD operations, to include:

(1) Hand held and small, mobile mine detection equipment.

(2) Host nation Global Positioning Systems.

(3) Training support equipment to enhance the host-nation self-training capability.

(4) Basic life support/mine protection equipment and supplies, such as blast boots, fragmentation vests, eye protection, etc.

(5) Basic office supplies and equipment.

(6) Production equipment for mine awareness products.

(7) Mine destruction and neutralization equipment and supplies, including new technologies developed for mine detection, destruction, or neutralization.

(8) Individual deminer field and survival equipment.

(9) Basic computer systems to manage data.

(10) Basic communications equipment to enhance demining operations, such as short- or long-range units for command and control.

(11) Basic medical supplies and equipment.

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## APPENDIX A TO ENCLOSURE C

### NATIONAL VISION, GOALS, AND OBJECTIVES.

The vision, goals, and objectives of the USG Humanitarian Demining program provide the framework for interagency coordination and program synergy.

The Vision --- Relieve suffering from the adverse of effects of landmines while promoting US interests.

Goal 1--- Promote human welfare through mine awareness and training. Focuses on the health, safety, and well being of the host country's population.

It includes:

- Reducing human suffering.
- Preventing humanitarian emergencies (e.g., famine).
- Mitigating the impacts of landmines on returning refugee populations.
- Reclaiming land and reducing impediments to mobility and commerce.
- Strengthening the country's social and economic structure.
- Establishing or reestablishing government infrastructure and services.
- Reducing the expenses related to treating and rehabilitating the injured.

Objective 1 --- Reduce civilian casualties. This objective is achieved through mine awareness, minefield survey, minefield marking, mine clearance, and medical training programs.

Objective 2 --- Allow refugees and displaced persons to return to their homes and pursue lives free from fear of landmines.

Means to achieve this objective include:

- Accomplishing activities that support the safe return of refugees and displaced persons, especially by reclaiming infrastructure and agricultural land.
- Considering the dynamics of the refugee and displaced persons populations (e.g., size, propensity to return to mined areas or areas perceived to be mined, the medical status of the returnees, and food and shelter available).
- Encouraging engagement of and cooperation between the host country ministries of health, defense, education, and information (or their equivalents).

Objective 3 – Encourage international efforts to develop medical infrastructure programs.

Means to achieve this objective include encouraging governments and international organizations (IOs) to contribute toward indigenous medical infrastructure development, including in-kind goods and services supporting:

- Revitalizing hospitals and medical centers.
- Establishing landmine victim assistance and training programs.
- Developing of civilian emergency telecommunications.
- Provisioning and training demining medical staffs.

Goal 2 -Promote US foreign policy, security, and economic interests.

The interests of the USG include:

- Strengthening US relations with other governments.
- Strengthening the host country's national stability.
- Fostering peace, security, and political stability.
- Protecting human rights.
- Accelerating detection, marking, and destruction of mines.
- Enlarging the family of democratic nations.
- Improving access and training opportunities for US Armed Forces.
- Enhancing US prosperity.

Objective 1 --- Enhance the host country's stability.

Means to achieve this objective include:

- Prioritizing demining assistance based on the host country's needs.
- Integrating US Agency for International Development (USAID) plans to undertake limited demining operations in emergencies or for transition assistance.

Objective 2 --- Establish sustainable indigenous demining programs.

Means to achieve this objective include:

- Reducing reliance on foreign intervention and assistance.
- Developing agreed-upon country program goals, objectives, and US exit strategy.
- Implementing a public diplomacy program.

Objective 3 --- Encourage international cooperation and participation.

Means to achieve this objective include:

- Coordinating demining efforts with other countries in or out of the region, host-country elements, international organizations (IOs), regional organizations, nongovernmental organizations (NGOs), and private voluntary organizations (PVOs).

Establishing communication mechanisms with other countries and organizations (e.g., US representation at demining fora).

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## APPENDIX B TO ENCLOSURE C

THE US GOVERNMENT HUMANITARIAN DEMINING INTERAGENCY  
WORKING GROUP.

1. General. This appendix describes the makeup and roles of members of the US Government Humanitarian Demining Interagency Working Group. On 13 September 1993, the National Security Council directed the Department of State to establish an Interagency Working Group (IWG) on Land Mines and Demining. IWG participants include (Voting members indicated in bold):

- National Security Council.
  - White House Office of Science and Technology Policy
  - Department of State (Chair)
    - Deputy Assistant Secretary of State for Political-Military Affairs
    - The Special Representative of the President and Secretary of State for Global Humanitarian Demining (Office of Global Humanitarian Demining)
    - Bureau of Political-Military Affairs
    - Bureau of Population, Refugees, and Migration
    - Regional bureau representatives
  - Department of Defense (Co-chair)
    - Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
    - Office of the Under Secretary of Defense for Acquisition and Technology
    - Office of the Assistant Secretary of Defense for International Security Affairs
    - Defense Security Cooperation Agency (formerly the Defense Security Assistance Agency)
  - The Joint Staff
- Representatives from the regional CINCs and Services.
- United States Agency for International Development

- United States Information Agency
- Central Intelligence Agency

2. Objectives The IWG develops and coordinates humanitarian demining policy and programs and oversees the allocation of demining assistance resources. In 1995 the responsibilities for humanitarian demining and landmine control were separated as a result of organizational changes. This IWG is now responsible primarily for humanitarian demining. It has no permanent staff or separate funding, and meets quarterly, or more often as required. Coordination is informal and conducted at the subgroup level. There are two subgroups: one addresses policy and plans and the other addresses research and development (R&D). The subgroups meet as needed.

3. Roles and Responsibilities. The principal IWG departments and agencies have their own legislative and funding authorities. This plan identifies their differing roles, responsibilities, and interests and provides a framework for developing a cohesive, coordinated humanitarian demining program.

a. National Security Council (NSC)

(1) Oversees development and implementation of humanitarian demining policy.

(2) Ensures that interagency policy meets the President's policy objectives.

(3) Provides policy guidance to the interagency group in assessing priorities and eligibility for humanitarian demining assistance.

(4) Supports the interagency group in obtaining resources and requirements to meet USG program objectives.

b. White House Office of Science and Technology Policy. This office facilitates coordination of US humanitarian demining research and development activities with relevant R&D activities conducted by the US Government and other R&D performers.

c. Special Advisor to the President on Global Humanitarian Demining. Advises the IWG on issues relating to the President's Demining 2010 Initiative, including international coordination and synchronization measures and issues.

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d. Department of State

(1) Bureau of Political-Military Affairs (DOS/PM)

(a) Acts as lead agency in coordinating US humanitarian demining activities worldwide.

(b) Chairs the IWG on humanitarian demining and the IWG policy subgroup.

(c) Initiates the eligibility determination process for US humanitarian demining programs and participates with other organizations throughout the determination process.

(d) Coordinates with the US embassy in a potential recipient country to generate formal requests for demining assistance from the nation's government.

(e) Coordinates demining-related matters with the embassy throughout the demining effort.

(f) Deconflicts funding priorities among and between participating organizations to maximize use of resources and to avoid duplication.

(g) Coordinates with DOD on US participation in international demining research and development efforts. Provides and coordinates representation at gatherings focusing on mine location and disposition technology.

(h) Provides reports and assessments to Congress and appropriate entities of the Executive Branch on the global landmine situation.

(i) Approves Nonproliferation, Antiterrorism, Demining, and Related (NADR) funding, some of which is transferred to DSCA, and Foreign Military Financing (FMF) grants funding to host countries for the purchase of defense articles and services (including training and logistical support) through the Foreign Military Sales (FMS) program.

(2) Bureau of Population, Refugees, and Migration (DOS/PRM)

(a) Supports the mine awareness and mine clearance activities conducted in connection with refugee repatriation and reintegration programs of the United Nations High Commissioner for Refugees (UNHCR) and other relevant organizations.

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(b) Coordinates, through IWG participation, with other USG agencies on the prioritization of demining and mine awareness activities.

(c) Supports programs to assist landmine victims.

e. Department of Defense

(1) Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC))

(a) Acts as DOD's Executive Agent for humanitarian demining policy oversight by exercising overall responsibility for DOD humanitarian demining programs conducted pursuant to Title 10, US Code, Section 401.

(b) Provides the Vice Chair of the IWG, Vice-Chair of the Policy Sub-IWG, chairs the R&D subgroup, and oversees humanitarian demining research and development activities.

(c) Provides policy guidance and oversight of the implementation of the DOD HD program based on Presidential, congressional, IWG, and DOD policy and guidance.

(d) Provides guidance to DSCA regarding allocation of the overall OHDACA budget.

(2) Office of the Assistant Secretary of Defense for International Security Affairs (ASD/ISA)

(a) Acts as country advocate for prospective and existing programs within specific geographic regions.

(b) Assures that demining programs are in consonance with country-specific DOD policy objectives.

(3) Defense Security Cooperation Agency (DSCA)

(a) Provides programmatic guidance to the CINC HD programs and funds DOD humanitarian demining operations and related activities.

(b) Allocates DOD Overseas Humanitarian, Disaster, and Civic Assistance (OHDACA) funds for the DOD humanitarian-demining program.



(c) Coordinates with DOS on security assistance policy and budget execution issues for demining activities.

(d) Manages host countries' FMF funding accounts.

(e) Sells defense articles and services utilized for demining to host countries through the FMS program.

(4) The Joint Staff

(a) The Joint Staff, through the Operations Directorate (J-33 Special Operations Division), coordinates policy and provides guidance and operational command and control authority for DOD humanitarian demining operations to regional CINCs.

(b) The Chairman of the Joint Chiefs of Staff is represented at the IWG and is a voting member on IWG issues.

(c) The Chairman ensures that plans developed by the regional CINCs include, at a minimum, criteria for recommending and approving countries for US HD support, the number of training deployments anticipated to the country, time-phasing of the operation's critical elements, subsequent training missions or assessments required, and other factors (including projected resource requirements) that will be necessary to plan for and execute the proposed mission.

(5) Geographic Combatant Commanders. Recommend and prioritize theater HD program recommendations through the Joint Staff to OASD(SO/LIC) and the IWG.

(a) Execute humanitarian demining programs in host countries.

(b) Act as primary coordinator for US participation in specified multilateral demining operations (e.g., those sponsored by the Organization of American States (OAS)).

(c) Conduct assessments for demining programs and mine action technologies.

(d) The Defense Security Cooperation Agency (DSCA) is subordinate to ASD(ISA).

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(6) US Army Training and Doctrine Command (TRADOC). This is the US Army component responsible for the development of training and doctrine.

(a) The John F. Kennedy Special Warfare Center and Schools is the TRADOC executive agent for the development of the Program of Instruction (POI) for Humanitarian Demining Training.

(b) The Humanitarian Demining Training Center (HDTC), US Army Engineer School, Fort Leonard Wood, Missouri, serves as the US Army's training and information center for countermining and humanitarian demining operations. DOD charges the HDTC the responsibility of training SOF conducting HD training operations. Requirements for training by the HDTC will be determined by the appropriate component commanders.

(7) United States Agency for International Development (USAID)

(a) Independently and with other organizations, plans, designs, and implements demining campaigns as part of new or ongoing USAID activities consistent with achievement of agency, bureau, and mission strategic objectives.

(b) Augments and supports humanitarian demining operations that:

1. Provide emergency assistance to reduce suffering and save lives.

2. Return refugees to their homeland.

(c) Through the IWG, coordinates with DOS and DOD demining activity development and prioritization.

(d) Provides medical assistance, including prostheses, to landmine victims through the War Victims Fund.

(8) United States Information Agency (USIA)

(a) Ensures that public diplomacy permeates all aspects of demining activities.

(b) Uses media instruments to explain and advocate US policies and messages to host country nationals.

(c) Informs overseas media contingents of the positive aspects of US actions and policy.

(d) Coordinates in-country information dissemination with psychological operations (PSYOP) and public affairs personnel.

(9) Central Intelligence Agency (CIA). Provides intelligence support to the IWG.

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## APPENDIX C TO ENCLOSURE C

### HUMANITARIAN DEMINING FUNDING

1. Congress. Congress has provided funding for the USG humanitarian demining program since 1993. These funds are earmarked for demining and appropriated to the Department of Defense and the Department of State. Eight legislative committees have purview over demining funding:

a. Defense

(1) Appropriation

(a) House Appropriations Committee, Subcommittee on National Security.

(b) Senate Appropriations Committee, Subcommittee on Defense.

(2) Authorization

(a) House National Security Committee.

(b) Senate Armed Services Committee.

b. Foreign Operations

(1) Appropriation

(a) House Appropriations Committee, Subcommittee on Foreign Operations.

(b) Senate Appropriations Committee, Subcommittee on Foreign Operations.

(2) Authorization

(a) House International Relations Committee.

(b) Senate Foreign Relations Committee.

Each appropriation used to support US humanitarian demining efforts is different and has unique authorities on the usage, transfer, and lifetime of each fund. These authorities change frequently, virtually every year.

Congressional recommendations for expenditures in a specific country are common.

## 2. Department of Defense

a. In coordination with ASD(SO/LIC), DSCA plans, programs, and budgets Department of Defense funds through DOD's Planning, Programming, and Budgeting System (PPBS). The PPBS is a major national-level system related to the joint operation planning and execution process. After appropriation, Overseas Humanitarian Disaster and Civic Assistance (OHDACA) funds are transferred to the regional CINCs to execute humanitarian demining projects in accordance with their approved plans. Remaining funds support humanitarian demining efforts such as travel, conferences, support, and information sharing activities.

b. ASD(SO/LIC) is also responsible for the humanitarian demining research and development (R&D) program. R&D funds are provided to the US Army Communications and Electronics Command, Night Vision Electronic Sensors Directorate, to develop and demonstrate technologies, techniques, and equipment that make demining operations safer, more cost effective, and more efficient. Efforts are concentrated on commercial-off-the-shelf individual deminer protection, landmine detection and clearance, and mine awareness training technologies that can be rapidly prototyped and shared with the international community.

## 3. Department of State

a. The Department of State funds demining assistance through Foreign Operations appropriations. The State Department provides demining support funds to international organizations to manage aid for refugee populations, including removal of landmines, through the Migration and Refugee Assistance Account. DOS also provides demining support funds to foreign countries and international organizations through the Nonproliferation, Antiterrorism, Demining, and Related (NADR) Fund. The State Department budgets and allocates demining support funds in accordance with the priorities set by the IWG.

b. DOS develops the security assistance budget, which includes FMF funding, with input from the State Department, DOD, USAID, and other agencies and organizations (such as the IWG for Demining) during the budget process. The Secretary of State's budget proposal is presented to the Office of Management and Budget (OMB) when finalized. After OMB review, DOS submits reklamas and finalizes account levels. The State Department then prepares the Congressional Presentation Document (CPD) on Foreign Operations to justify the budget to Congress. The CPD

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is coordinated with DOD through DSCA. Once published, it is delivered to Congress along with the President's budget. Both DOS and DOD officials may present congressional testimony in defense of the President's foreign operations request.

c. OMB apportions NADR funds to State after Congress makes appropriations. State may further transfer NADR funds to DSCA. NADR funds are allocated in accordance with the IWG's recommendations based on the countries proposed demining plans once transferred to DSCA. NADR demining funds may remain in the country's respective account for up to 6 years from the time that the money is appropriated until it is disbursed.

4. US Agency for International Development. USAID is funded through the Foreign Operations appropriations. Its funds support programs developed in accordance with the strategic objectives of the USAID mission and the agency goals of encouraging broad-based economic growth, protecting the environment, stabilizing world population growth and protecting human health, and building democracy. USAID's focus is on development (helping people to help themselves) and humanitarian assistance. For emergency assistance, a "notwithstanding" clause allows the Agency to react quickly in a disaster assistance role and bypass restrictions associated with contracting (e.g., in competitive bids for contracting). USAID's mandate as a development agency, however, is different from other agencies, placing priorities on demining when landmines impede (1) rapid provision of disaster assistance or (2) achieving sustainable development objectives, in which case the Agency can clear farm-to-market roads and agricultural lands as part of a larger effort to "jump start" the economy. USAID demining activities generally take place when USAID's Mission programs in the host country are impeded by the presence of landmines. Disaster and development funding is limited.

5. US Information Agency

a. USIA budget requests from the field are submitted by posts through a country plan process linked to priorities in the US Embassy's Mission Program Planning document. Public affairs activities identified by the US Mission are funded by the USIS post general operating budget. If there is a large unexpected need for public affairs demining support, the Public Affairs Officer (PAO) has two options: (1) to turn to the USIA area office, or (2) to request support from other USG agencies. Out-of-cycle requests for programs and conferences are usually paid by the USIS.

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b. In the past, very little was budgeted specifically for USIS support to demining programs. In the few countries where public diplomacy programming requests for demining did occur, the US Chief of Mission's special or community fund was used. These programs included production and video development and tours of demining operations for high-profile visitors. The most prevalent source of USIS funding often came out of the Ambassador's self-help or Democracy and Human Rights Funds, or USAID. DOD and USAID funded some of USIA's large projects.



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## GLOSSARY

### AECA

Arms Export Control Act

### AID Mission Directors

Responsible for United States Agency for International Development programs, including dollar and local currency loans, grants, and technical assistance

### APL

Antipersonnel Landmine. The term "antipersonnel landmine" means a mine primarily designed to be exploded by the presence, proximity, or contact of a person and that will incapacitate, injure, or kill one or more persons. (Convention on Conventional Weapons Amended Mines Protocol II, 3 May 1996)

### ASD/ISA

Assistant Secretary of Defense for International Security Affairs

### CA

Civil Affairs

### CIA

Central Intelligence Agency

### CINC

Commander-in Chief; Commander of a combatant command. Addition of the word "geographic" [or regional] to CINC or combatant commander describes a combatant commander of a unified command that includes a general geographic area of responsibility; adding the word "functional" to a CINC or combatant commander describes a combatant commander of a unified command with functional responsibilities. (Joint Pub 0-2)

### COA

Course of Action

### Countermining operations

Tactical countermining operations focus on enhancing force maneuverability and mobility, where minefields are rapidly detected in all possible conditions, and where breaching provides for rapid mine clearance through selected areas without the need for finding individual mines.

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Country Team

The senior in-country US coordinating and supervising body, headed by the Chief of the US Diplomatic Mission, and composed of the senior member of each represented department or agency, as desired by the Chief of the US Diplomatic Mission. (Joint Pub 1-02)

Demining Operations

Any activity or operation related to humanitarian demining executed in support of a national headquarters or national demining office.

Detection

The actual confirmation and location of mines.

DOD

Department of Defense

DOS

Department of State

DOS/HDP

Department of State, Humanitarian Demining Program

DOS/PM

Department of State, Bureau of Political-Military Affairs

DOS/PRM

Department of State, Bureau of Population, Refugees, and Migration

DSCA

Defense Security Cooperation Agency, formerly Defense Security Assistance Agency

EDA

Excess Defense Articles

EOD

Explosive Ordnance Disposal

FMF

Foreign Military Financing

FMS

Foreign Military Sales

Geographic Combatant Commander

See CINC.

### Goals

A goal is the purpose toward which an endeavor is directed. An organization derives strategic goals by analyzing the goals of higher headquarters, analyzing the current state of the organization, and determining how to attain the vision.

### GHD

Global Humanitarian Demining

### Humanitarian Demining

Any activity associated with the ameliorating or eliminating the landmine problem and its effects in a host nation and providing assistance to and rehabilitating its victims. Typically, humanitarian demining consists of four activities: mine awareness, mine assessment and survey, mine clearance, and victim assistance (Hidden Killers, 1998).

### Interagency

USG departments and agencies involved in the USG Humanitarian demining effort.

### International Organizations (IOs)

Organizations with global influence, such as the United Nations and the International Committee of the Red Cross. (From Joint Pub 3-08. Approved for inclusion in the next edition of Joint Pub 1-02.)

### IWG

Interagency Working Group (on Humanitarian Demining)

### Joint Staff

The staff under the Chairman of the Joint Chiefs of Staff as provided for in the National Security Act of 1947, as amended by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff and the Vice Chairman in carrying out their responsibilities.

### Landmine

Any munition placed under or near the ground or other surface area and designed to be exploded by the presence, proximity, or contact of a person or vehicle. (Convention on Conventional Weapons Amended Mines Protocol II, 3 May 1996)

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LNO  
Liaison Officer

MAC  
Mine Action Center

Mine Action  
All aspects at a national program to address the mine problem in a country.

Mine Action Center (MAC)  
MAC usually refers to a facility containing personnel who coordinate and assist the national mine action activities in a country.

Mine Awareness Training  
A program to assist host country governments, international organizations, and nongovernmental organizations to train local populations to deal with landmines until the mines can be permanently removed. It encompasses mine risk education, mine awareness training, and mine awareness training for peacekeepers, multimedia presentation, and actions to take when a UXO or mine is found. It is intended to modify behavior patterns to reduce casualties. A result of mine awareness is the flow of information back to a MAC about ordnance locations and mine.

Mine Clearance Training  
Teaching HN personnel (and nongovernmental organizations (NGOs)) when approved by the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)) to train HN military or government groups in basic techniques for locating, identifying, and destroying landmines and UXO within a mined area.

Minefield Survey  
A detailed report that provides information on a suspected minefield, including its location, the extent of the minefield problem identified, and the way the area is marked.

NADR  
Nonproliferation, Anti-terrorism, Demining, and Related Programs account of the State Department's Foreign Operations budget (Function 150)

NDO  
National Demining Office



Nongovernmental Organization (NGO)

Transnational organization of private citizens that maintains a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). "Nongovernmental organizations" is a term normally used by non-United States organizations

NMS

National Military Strategy

NSC

National Security Council

NSS

National Security Strategy

O&M

Operations and Maintenance

OAS

Organization of American States

OASD/ISA

Office of the Assistant Secretary of Defense for International Security Affairs

OASD (SO/LIC)

Office of the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict

Objectives

Objectives clarify how goals will be met by providing a measurable focus. Objectives enable the development of performance goals. Each objective has one or more performance goals.

OHDACA

Overseas Humanitarian Disaster and Civic Assistance

OMB

Office of Management and Budget

OSD

Office of the Secretary of Defense

PAO

Public Affairs Officer (USIS/DOD). Press and cultural affairs specialists who maintain close contact with the local press and with resident or visiting US journalists.

PAV

Policy Assessment Visit

PPBS

Planning, Programming, and Budgeting System

Private Voluntary Organization (PVO)

Nonprofit, humanitarian assistance organizations involved in development and relief activities. Private voluntary organizations are normally United States-based. "Private voluntary organization" is often used synonymously with the term "nongovernmental organization." (Joint Pub 1-02, "DOD Dictionary of Military and Associated Terms," and Joint Pub 3-08, "Interagency Coordination During Joint Operations")

PSYOP

Psychological operations

R4

USAID's Results Review and Resource Request

RDSS

Requirements Determination Site Survey

RDT&E

Research, Development, Test, and Evaluation

Special Forces (SF)

US Army forces organized, trained, and equipped specifically to conduct special operations. (Joint Pub 1-02, DOD Dictionary of Military and Associated Terms)

Special Operations Forces (SOF)

Those active and reserve component forces of the Military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. (Joint Pub 1-02, DOD Dictionary of Military and Associated Terms)

Train-The-Trainer Methodology

A concept for training instructors who then train other personnel in learned techniques. (Hidden Killers, 1994)

TRV  
Technical Research Visit

US  
United States

USG  
United States Government

UN  
United Nations

UNHCR  
United Nations High Commissioner for Refugees

USAID  
United States Agency for International Development

USIA  
United States Information Agency

USIS  
United States Information Service. The overseas arm of the USIA.

USMC  
United States Marine Corps

USN  
United States Navy

UXO  
Unexploded Ordnance. Explosive ordnance, which has been primed, fused, armed, or otherwise prepared for use, or used. It could have been fired, dropped, placed, thrown, or projected, yet remains unexploded either through malfunction or design or for any other cause.

Victim Assistance  
Any activity associated with restoring the victims (survivors) of landmines to a productive life and livelihood, such as return/resettlement of refugees, medical rehabilitation of individuals, and training or retraining in civilian pursuits made necessary because of the effects of landmines.

Vision  
A guiding statement of an organization that represents the ideal state of the organization.